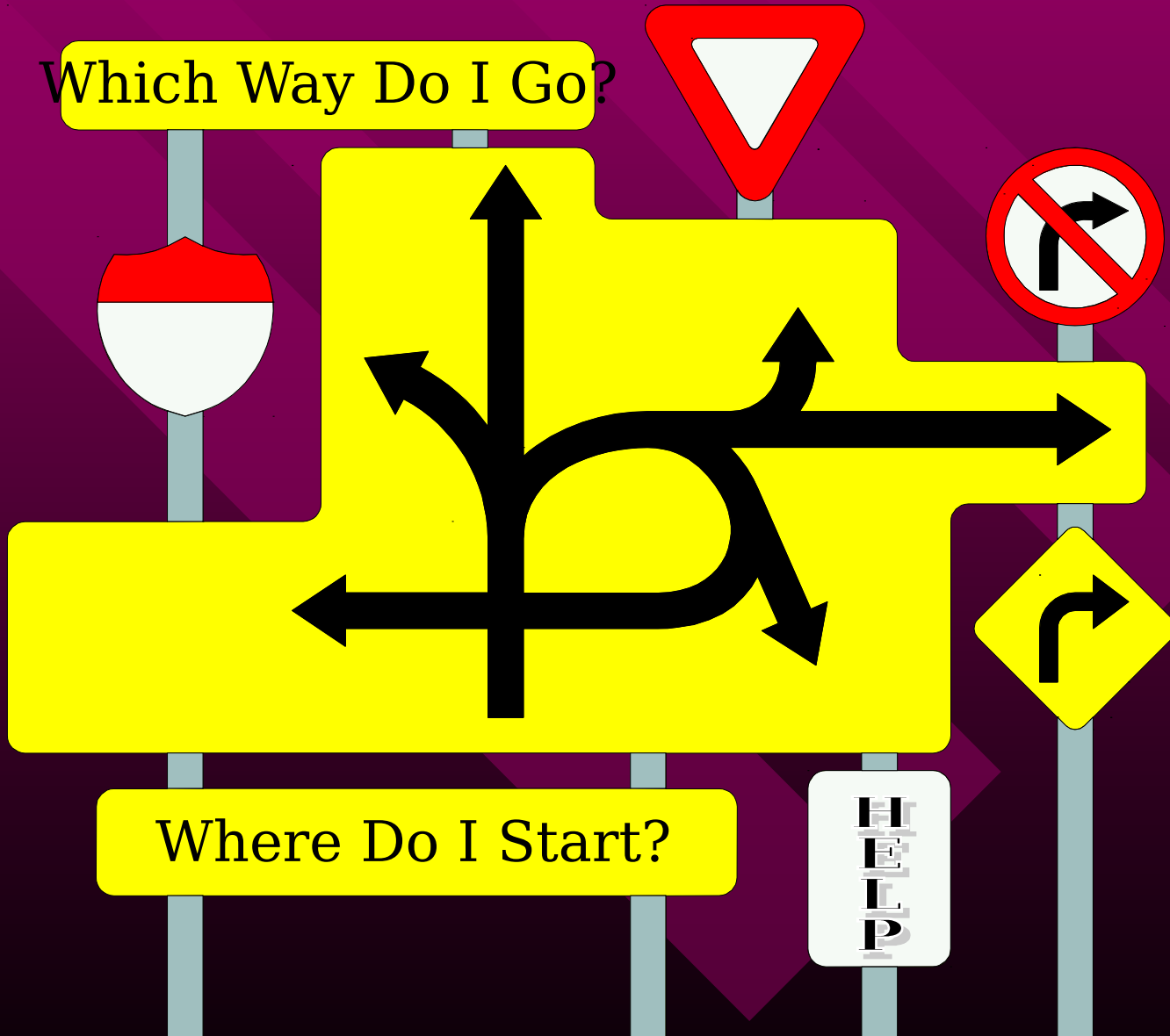


# Keys to Writing a Noncommissioned Officer Evaluation Report



Which Way Do I Go?



Where Do I Start?

# Tools of the Trade

**AR 623-205**

**DA Pamphlet 623-205**

**DA Form 2166-8**

**DA Form 2166-8-1**

**Duty Description** ➡

**RATED SOLDIER:** SGT Carlos R. Centeno

**RATER:** SFC Edwin Sloan  
**SENIOR RATER:** MSG Robin C. Rankin  
**REVIEWER:** CSM Oscar L. Crumity

**DUTY TITLE:** ADMINISTRATIVE NCO

**PURPOSE:** To provide operational and administrative support for the NCO Academy.

**PRIMARY DUTIES:**

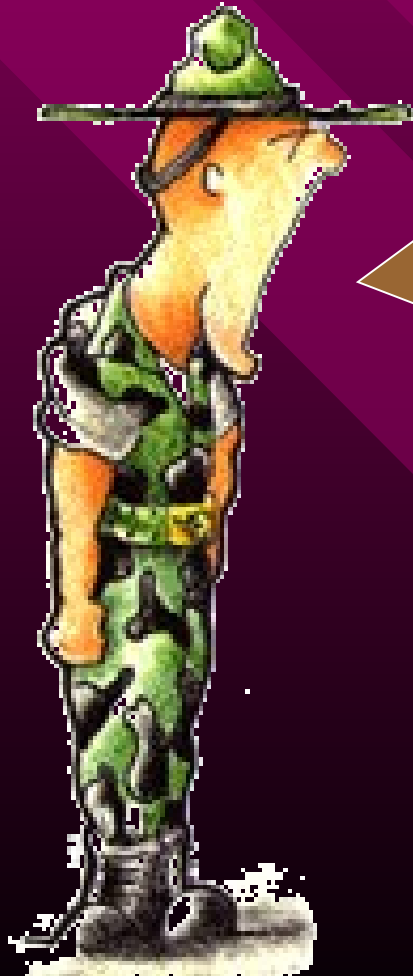
1. Maintains NCOA official files to include:
  - a. Housekeeping records.
  - b. Student records.
2. Types training schedules and prepares for distribution.
3. Conducts in/out student processing.

**ACCOUNTABILITY:** Commandant, Assistant Commandant and Operations NCO.

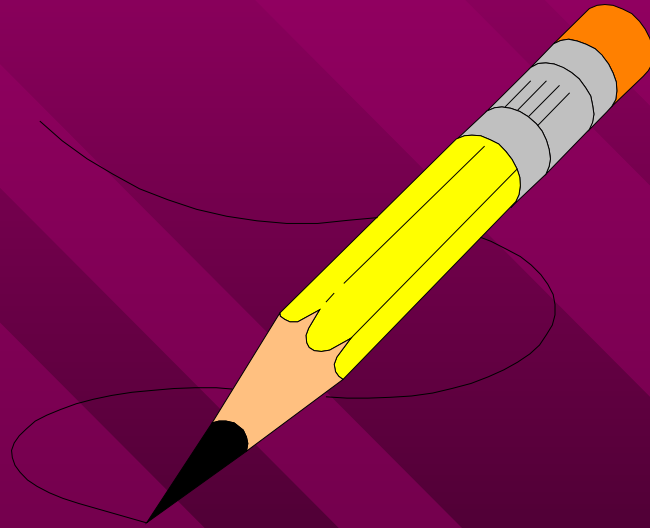
# Counseling



# Counseling



**Review Duty Description  
Review  
Accomplishments  
Identify Areas of Special  
Emphasis/Set Goals  
Solicit NCO Feedback  
Document/Provide NCO  
a Copy**



# Writing Bullet Comments

# Writing Bullet Comments

**Select an Accomplishment to Address**

**Write Down “What” the NCO Accomplished First**

**Add “How” the NCO Accomplished the Task**

**Refine with Additional Information or Adjectives to Enhance the Bullet Comment**

# Bullet Example

**Passed Recent APFT**

**Passed Recent APFT with a Score of 292**

**Received Commander's Certificate for Physical Fitness Excellence for an APFT Score of 292**

**BULLET GUIDANCE: Specific bullet examples are mandatory for excellence or needs improvement ratings. Comments must be entered in "bullet" narrative format adhering to the following rules:**  
**o short, concise, to the point**

# Bullet Example

**Selected as NCO of the Quarter**

**Selected as NCO of the Quarter, 3d Quarter, FY 97**

**Awarded AAM for her selection as NCO of the Quarter, 3d Quarter, FY 97**

- o no more than one bullet to a line**
- o must double-space between bullets**
- o best bullets start with action verbs or possessive pronouns (his/her)**
- o avoid using NCO's name or the personal pronouns he/she**
- o the first bullet in each rating should be the strongest and the bullet that justifies the excellence rating**
- o each bullet will be preceded by a small 'o'**
- o bullets should be '*past*' tense (evaluation is of '*past*' performance)**

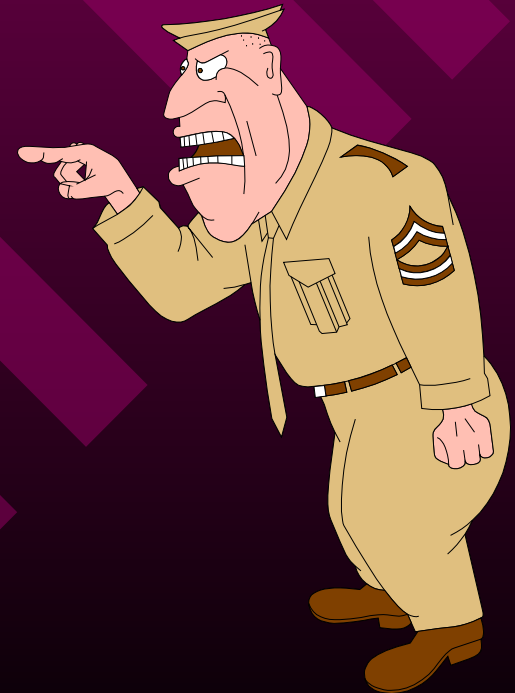
# Bullet Bloopers

**Use of Unfamiliar Acronyms (CMRP, CA, etc.)**

**Use of Open-Ended Phrases (Unlimited potential...  
Best I've ever seen in 20 years, etc.)**

**Bad Bullet Order and/or Blank Space and must have  
(O) before sentence and no periods**

# Recommending Duty Positions



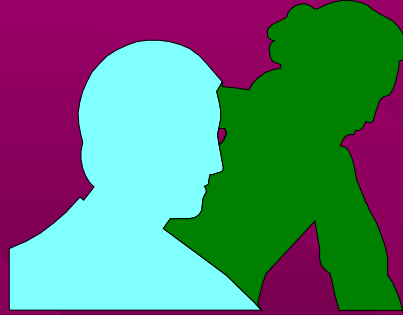
SECTION PRODUCTION  
SERGEANT CONTROL

1SG

# Recommending Duty Positions

**AR 623-205, Paragraph 3-13b**

**“Rater lists up to three (at least two) different future duty positions (job title) in which the rated NCO could best serve the Army at the current or next grade.”**



# Helping the Rating Chain

- **NORMAL CLOSE OUT DATES**

- IDT/M DAY NCOs (Table 4-1, AR 623-205)

- ◆ End of August for E8 and E9
    - ◆ End of September for E7
    - ◆ End of October for E6
    - ◆ End of November for E5

# Helping the Senior Rater

AR 623-205, Paragraph 3-15d(3)

**“Bullet comments should focus on potential, but may address performance...”**

# Helping the Senior Rater

**What Potential Should the Senior Rater Address?**

# POTENTIAL FOR...

**Promotion to the Next Rank**

**Future Duty Assignments**

**Future Schooling**

# So How Can I Help My Chain?

**Provide a Copy of AR 623-205**

**Review Rating Chain Responsibilities**

**Provide a List of Accomplishments**

**Provide Draft Bullet Comments for**

**Consideration  
Make Yourself Available**

# 1. Roles for rating officials:

**Rater:** The rater's primary role is that of evaluation, focusing on performance and performance counseling. Rater will:

- a. Counsel the rated NCO on his or her duty performance and professional development throughout the rating period. Define and discuss the duty description for part III of the NCO-ER with the rated NCO during these sessions.
- b. Prepare a separate DA Form 2166-8-1 for each rated NCO. The form will be used together with a working copy of the NCO-ER for conducting performance counseling.
- c. Assess the performance of the rated NCO using all reasonable means.
- d. Prepare a fair, correct report evaluating the

**Senior rater:** The senior rater's role is primarily to evaluate potential, over-watch the performance evaluation, and mentoring. Senior rater will:

- a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period. This includes a periodic review of the counseling checklist to ensure initial and further counseling is being accomplished.
- b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.
- c. Obtain the rated NCO's signature in part II of the NCO-ER. Ensure the rated NCO is aware

**Reviewer:** The reviewer is responsible for providing rating safeguard and over-watch. He or she may comment only when in disagreement with the rater and/or senior rater. Reviewer will:

- a. Ensure that the proper rater and senior rater complete the report.
- b. Examine the evaluations rendered by the rater and senior rater to ensure they are clear, consistent, and fair in accordance with known facts. Special care must be taken to ensure the specific bullets support the appropriate "excellence", "success", or "needs improvement" ratings.
- c. Indicate concurrence or non-concurrence with the rater and/or senior rater by annotating the appropriate box with an "X" in part II and

## **2. Tips for Rating Officials:**

### ***RATER***

- The best advice to all NCOs and officers who rate NCOs is "get a copy of the Counseling Checklist/Record, read it, use it, keep it."
- Before counseling, a little extra time spent writing or reviewing the duty description will pay off. If you have a hard time understanding it, then you know the rated NCO will have trouble, so keep it simple.
- The hardest part of counseling is setting standards for your subordinates. For help, start with the "examples of standards" in checklist. You can use them as they are or adjust them to fit your situation.
- When you counsel, spend most of your time talking to the future, what should be done, or

## ***WHEN YOU RATE:***

- Follow the rules for bullet comments. Reports that don't follow the rules will be returned.
- A "no" in Part IVa of NCO-ER is serious since all NCOs are expected to adhere to the values. Don't use a "no" as an attention getter, etc. When you put a "no" on an NCO-ER mean it and give a clear description of why the value/responsibility was rated "NO."
- Excellence bullets should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during that rating period. Measure the accomplishment against a quantifiable or qualitative standard. The bullet used to justify the excellence should be up front (the first bullet in the block).
- If a soldier's conduct warrants an Article 15 or LOR, clearly he/she should not receive "Among the best" or "1/1" ratings

- The better you know the rated NCO, the better you will do your duty as Senior Rater.
- Check early to see that the rater is counseling and has a checklist for each rated NCO. This will be a matter of command and inspection interest, don't get caught short.
- When it's time to rate, make sure rater's bullets follow the rules, especially double spacing, and no more than two lines per bullet. Also check to see that an excellence rating in Part IV is fully justified by examples. If it isn't, get with rater and offer help.
- Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future. If you don't, you could disadvantage the rated NCO. Example potential bullets sought out by board members:
  - Promote now/immediately- Promote to SFC with/ahead of peers. Promote if room. Do not promote. Send to

# ***SENIOR RATER***

- Senior rater will address the rater's evaluation of Marginal potential. This is meant to force a dialog between these two raters. The Senior Rater will place one bullet that indicates agreement or disagreement with the Marginal Rating. If the Senior Rater agrees, a bullet is necessary that identifies the ratee's shortcoming. Example: His lack of training skills is responsible for his tank to fail three times to qualify.
- Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., "No bullets must mean this NCO has marginal potential". A lack of comments on promotion potential may be interpreted as "keep in the same grade".
- IAW AR 623-205, the Senior Rater obtains the rated NCO's signature on the NCOEP.

# ***REVIEWER***

- Consider yourself in charge. It is your responsibility to see that the evaluation on the NCO-ER is accurate, fair and serves the best interests of the Army. Feedback from the NCO Corps indicated a strong desire to have a reviewer to over-watch the evaluation process – don't lose the trust.
- Step in as soon as you see something going wrong, try to correct problem with rater and senior rater before report goes forward. When you are unable to resolve the problem, express your non-concurrence with an enclosure. Only use an enclosure when you have a significant disagreement. Selection boards do not want a third agreement – that wastes everybody's time.
- Remember to check to see that performance counseling is happening. Good counseling will result in better performance, is essential to leader development, and is

# Review

**Counseling**

**Writing Bullet Comments**

**Recommending Duty Positions**

**Helping The Chain**